

HORNIMAN PUBLIC MUSEUM AND PUBLIC PARK TRUST

The Minutes of the Board meeting of the Horniman Public Museum and Public Park Trust held on Thursday 13 October 2016 in the Pavilion.

Present

Eve Salomon (Chair)
Hilary Carty
Caroline Cole
Geoffrey Crossick
Bunt Ghosh

Nico Iacuzzi
Sarah Kemp
Clare Matterson
Carole Souter

Janet Vitmayer (Chief Executive)
Paula Thomas (Board Secretary, Finance Director)
Tim Corum (Director Curatorial and Public Engagement)
Victoria Pinnington (Director Communications and Income Generation)
Kirsten Walker (Director Collections Management and Special Projects)

1. Apologies for absence and conflicts of interest

Judy Beard and Molly Jackson sent their apologies.

No conflicts of interest were declared.

2. Minutes of the previous Board meetings and matters arising

2.1 The minutes of the Board meeting of 7 July 2016 were agreed and signed by the Chair.

2.2 Matters arising and action points

- Action point re India discussion – it was confirmed that a process has now been agreed to carry this forward.
- The Museum Review is now underway. Neil Mendoza, who is leading the review, is visiting next week. The Chair and CEO had met with him previously. Formal feedback from the Horniman is planned via other groups eg NMDC who are gathering together views.
- There were no further matters arising not covered by the agenda.
- All other action points had been completed or had not yet reached the completion date.

3. Management Report

The Chief Executive introduced the management report for July-September.

Matters raised by the trustees were as follows:

- It was agreed that the new Secretary of State and Minister for Culture should be invited to visit.
- CPS Fundraising gap: is there a risk over the £645k still to be raised? A shortfall of around £200k is currently thought to be likely. This would need to be met from the Development Fund.

- Visitor figures: these are currently tracked month by month rather than week by week. It was suggested that the number of weekends in a month should be included in the variety of factors when comparing with previous year's figures e.g. the fall in August figures could partly be accounted for by fewer weekends compared to last year.
- Recruitment: there has been a higher level than usual partly due to the additional CPS posts.
- Pay offer: it was confirmed that the accepted offer was in line with the 2% increase allowed for in the budget.

Dashboard

It was noted that the figures reported were for Q1 and therefore out of date. The Board agreed a proposal to rearrange the date for next October's meeting to allow for Q2 results to be presented.

Management accounts

The following matters were noted:

- A reforecasting exercise was carried out in September. Although there were some overspends forecast in expenditure budgets, and a shortfall is likely in Fundraising income (see agenda item 10), additional income is forecast from charitable activities and there is no change in the overall position. All of the expenditure overspends are relatively small and can be satisfactorily explained.
- It was agreed that the Chair of the Audit Committee and Finance Director would meet before the next Audit Committee to discuss the issue of budget profiling.
- It was suggested that the management accounts include the last year's rolling twelve months actuals for comparison.

4. Strategic discussion

4.1 ACE bid

The Chief Executive reported that ACE guidance for the funding round 2018-22 has recently been issued and the senior management team are in the process of reading and digesting it. The main points to note initially are:

- The Horniman is eligible to apply as although it receives funding from DCMS it is not classed as a national museum as it was not established by statute.
- Organisations are not encouraged to ask for more than their current level of funding.
- As our current funding is £946k per annum this would put us in Band 2.
- Band 2 applicants are only required to apply under goals 1, 2 and 5.
- We intend to submit the application by mid-January. The closing date is 1 February 2017. The decision will be made known on 1 July 2017.

As the application will require a lot of work, the Board agreed that work on the 10 year strategy could be put on hold until February. Although there is currently no information as to whether Board sign-off of the application is required, the Chair suggested that Carole and Hilary be asked to look at the final document on behalf of trustees and assist the senior management team as needed.

The Chief Executive took the Board through the paper outlining potential areas to include in the ACE bid. This was written before the guidance was issued and some of the areas may not fit within goals 1, 2 and 5.

It was agreed that our current leadership work should not be discarded, despite being specifically within goal 4, but that a way to embed this within the other goals should be explored.

The Board agreed that Music should be the next area of emphasis and that this fits in well with ACE.

It was noted that Digital features strongly in the guidance and that this should be in support of delivery in other areas rather than an end in itself.

The Board agreed that the Primary Audience is Families, but thought that the list of Secondary Audience should be more generally described as 'older adults', with the others being target groups within that. It was agreed that working with the socio-disengaged was important, but recognised that this had resources implications.

It was noted that it might be more difficult to include requests to improve income generation and operational efficiency in the ACE bid but other funding sources would be investigated if necessary.

4.2 10 Year Strategy

The Board considered the ideas put forward by management in the '10 Year Strategy – Proposed structure and content' paper.

The trustees agreed with the content in general and made a number of useful suggestions, the main one being that objectives 4 and 5 should be merged to describe how the strategy was going to be delivered e.g. resourcing.

The audience for the strategy was agreed as being the Board in the first instance.

Although there is currently a three year Corporate Plan there is no overarching document describing the big things that the Horniman wants to achieve in ten years. It was agreed that it should be two to three pages with high level objectives, with additional detailed drilling-down to follow.

It was agreed that management would do further work on this from February with a view to further discussions at a trustees away day in May.

4.3 Corporate plan

The Chief Executive explained that the Corporate Plan for 17-18 to 19-20 will be worked on in parallel with the ACE bid. This will involve adding more detail to year two of the current plan and adding another year. No significant changes are currently envisaged.

As years two and three will be dependent on the ACE bid the Board noted that if this is unsuccessful the Corporate Plan will need to be revised in July 2017.

5. Risk register

The Board reviewed the Risk Register, noted the new risk and confirmed that it was happy that it covered all significant risks. The following comments were made:

- The only red risk relates to the pensions deficit. This is on the agenda for the February meeting when the results of the triennial valuation will be known.
- All but one of the risks currently have an impact of 4 i.e. major meaning that there is no sense of granularity in the risks. Management were asked to reconsider all the ratings.

6. Chief Executive Remuneration

The Board agreed the Remuneration Committee's recommendation in respect of the CEO's remuneration, subject to an increase to the full amount as permitted by the contract.

It was agreed that Clare Matterson would join the Remuneration Committee.

The Chair informed the Board that she would be sending out appraisals for trustees to complete.

7. Horniman Museum Enterprises (HME)

It was reported that Nico had now joined the Board of Directors of HME. He reported on the Board meeting held on 10 October with the following highlights:

- The business is trading well.
- The café is performing particularly strongly and a key challenge is ensuring sufficient seating capacity for the winter months whilst work is being carried out in the conservatory which is usually used as an overflow during bad weather. A temporary marquee on the terrace was agreed for expediency.
- The directors considered various options around the Dutch Barn area to provide additional catering capacity in the future.
- The shop refit has improved the layout and feel of the shop and the emphasis is now on product development.
- Venue hire and in particular the wedding business from Suzanne James is performing very strongly. The challenge is how to ensure that there is no repeat of last year's poor results.
- The Farmers Market has now been brought in house.

8. Safeguarding Policy

The policy was approved by the Board. Management confirmed that appropriate procedures are in place and are being followed.

9. Capital Project Board (CPB)

9.1 The trustees confirmed approval of the terms of reference and Caroline Cole agreed to act as Chair.

9.2 The minutes of the meeting of the CPB on 26 September were reviewed. All projects are progressing satisfactorily but the Butterfly House was flagged as being of greatest risk. An update was presented by management:

- The timetable is tight to complete the base build by 31 March 2017.
- Planning application will be submitted on 14 October.
- The tender will be carried out in parallel so that the appointment can be made once planning approval is received.
- Fit-out will be carried out from April onwards and is currently estimated to be open from the end of June/ beginning of July.

9.3 The appointment of JBSR as the contractor for the Filler Joist contract was approved by the Board.

A tender report for the CPS Architectural Works contract was tabled and the recommendation of the appointment of CBRE approved.

10. Fundraising review

The Director, Communications and Income Generation, presented the Fundraising review paper and highlighted the following:

- This is an update to the revised Fundraising Strategy.
- There has been a focus on practical matters and on the ground delivery, making use of resources across the organisation.

- A new Fundraising staffing structure is in place and seems to be working well, with management feeling that control has now improved.
- Fundraising from Trusts and Foundations continues to perform well.
- Individual and corporate fundraising is more challenging and we're still to see a success in this area.
- Benefactors is still a struggling income strand.

It was reported that a useful brainstorming meeting had been held with several trustees, management and an external person. Trustees had indicated their willingness to use their contacts and networks and generally support fundraising initiatives. To assist with this it had been agreed that staff would do a wealth trawl of members and circulate a short list to trustees to follow up any individuals known to them. The Chief Executive circulated a list of areas included in the CPS gallery in case trustees have any contacts who might be interested in supporting any of these. It had also been suggested that the minimum benefactor's level should be reduced to £250. The Chair commented that she expected all trustees to be benefactors.

On the basis of the above the Board agreed to support the recruitment of an additional member of the Fundraising team to lead and develop initiatives on individual giving. It was also suggested that consideration is given to bringing in someone to carry out research on the Horniman's potential for fundraising and that trustees had contacts they could share.

11. Disposal proposals

The Board approved two proposals for disposal of a number of Natural History objects.

12. Any other business

There was no other business.

13. Date of next and future meetings:

The Chair notified the Board that she will be unable to attend the next meeting. Geoff Crossick agreed to deputise as Chair.

- 1pm 9 February 2017
- Away day 18 May 2017 – time and venue to be confirmed
- 1pm 6 July 2017

PT
19/10/16

Summary of Action Points from Board meeting of 13 Oct 2016

Minutes ref:	Action	Date due	Who by	Progress
b/f	Review of Butterfly Garden	Oct 17	PT/VP	
b/f	Review Pension Deficit	Feb 17	PT/JV	Feb agenda item
3	Invite SoS and Minister to visit	Feb 17	JV/ES	Arranged for 25 May
3	Rearrange Oct. 17 meeting	Feb. 17	PT	Rearranged for 19 Oct. 17
3	Chair of AC and FD to meet to discuss budget profiling	Dec. 16	PT/SK	Actioned
10	Trustees to share details of fundraising contacts with management	Feb 17	BG/GC	

